

Get Ready for WellSTAR!

“Keep Calm” and Maintain the Scope

Last month we covered how much can be done in 90 days. Like the saying “measure twice, cut once,” the requirements review process shows how important preparation and analysis are to a project.

The initial analysis stage typically brings the highest level of ambiguity and uncertainty, as scope is defined and the requirements are evaluated. With a strong foundation under us, the biggest challenge is now staying focused during the long road ahead. Our Renewal Plan could have easily included dozens of objectives. By centering our attention on 4 primary objectives, we are better equipped to meet the state’s and industry’s needs.

“Ensuring the exquisite delivery of our Well information management system should be the answer to every “why?” question and improvement request.”

WellSTAR is critical to support oil and gas management, allowing us to modernize data analysis practices and meet new regulatory requirements. The WellSTAR project scope is constantly challenged by new expansion requests. While the value of additional features can be quantified, it should always be measured by their impact to the scope.

Take Boeing and the 787 Dreamliner plane. Its core requirement was to be more fuel efficient than its predecessor, the Boeing 767, while still providing the basic functionality (being able to fly). This is quite similar to WellSTAR: a more efficient system to do a job (managing the oil and gas industry and the associated data reporting). Only when the fuel efficiency requirements were met were other features added, like smart-glass based windows to control glare and LED lighting for added comfort. While those bells and whistlers were very beneficial and they enhanced the plane, without them, the 787 could still fly. Adding them to the original scope was not essential.

As the WellSTAR Project announces the contents of future phases, we welcome suggestions to continuously improve DOGGR’s service to the industry and the State. Today’s ideas can become tomorrow’s functionality as we prepare the Division for its next 100 years, but only with a strong keystone from which to build.

I encourage you to ask questions through the Organizational Change Management (OCM)



- While new, innovative ideas are always welcome to deliver our mission, we must remain vigilant to ensure the core functionality is the goal of our activities.
- With requirements now set, the project’s biggest challenge is maintaining our focus.



By Ken Harris, State Oil and Gas Supervisor, Division of Oil, Gas & Geothermal Resources (DOGGR)

October Highlights

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You Speak, We Report and Act: Survey Feedback

By the OCM Team

During election years, surveys are everywhere—there are too many, too often! For projects, a **well-defined survey is critical to measure direction and gather important feedback from the organization.** With this in mind, we polled a representative sample of **DOGGR employees in late September to gauge their opinions and expectations of change readiness.** A large amount of you provided high scores to communication and role/responsibilities questions. Training will be among the OCM's top priorities, given the low percentage of employees trained in the legacy systems.

Operator engagement and support is critical: to bridge the gap, we will communicate directly via Notices To Operators (NTO) and an external project site, and visit highly impacted areas/sites.

"The WellSTAR project has clearly communicated vision and goals."

89% Agree



"I am confident that training will be provided for WellSTAR."

76% Agree



"I understand how the WellSTAR project will benefit my role."

91% Agree



"I received adequate training on legacy systems."

45% Agree



A similar survey was submitted to the **operators** via the 3 industry groups (California Independent Petroleum Association, the Western States Petroleum Association, and the Independent Oil Producers' Agency). We have a lot of room for improvement here to both **prepare the operators** and **maintain a high level of enthusiasm on WellSTAR's potential.**

I am clear on the benefit of this change (**operators**).

32% Agree



I am confident training will be provided (**operators**).

26% Agree



- **Internal awareness** is high with a great degree of project excitement.
- **Proper WellSTAR training** is a key opportunity, as most did not receive it for legacy systems.
- **Operator communication** will accelerate over the next few months to keep them updated on coming changes.

Change Management Success Story



What Happened: In an ironic twist of fate, the nation's most famous pain reliever gave its maker quite the headache. In the aftermath of the 1982 cyanide tampering crisis, Tylenol's parent Johnson & Johnson **voluntarily withdrew all product from store shelves. Every single unit, every single store, every single state.** Only when it had devised a tamper-proof bottle and packaging did it return to the market. While it yielded market share, it soon regained the top spot among pain relievers due to its sensible response.

Good Change management, both inside the company (buy-in from every employee, redesigning its manufacturing and packaging) and outside the company (working with its suppliers and customers to explain the changes), provided the discipline needed to respond to the emergency.

Key Performance Indicators (KPI) & You

By the OCM Team

Would you go on a diet without a scale to check your progress? Or buy a car to save on gas without measuring the MPG?

When embarking on process improvement projects, best intentions and hard work are necessary, but a proper way to quantify progress is essential. **Without measurements, key messages lack impact, and a “good enough” attitude may take over.** To overcome this danger, a successful project has well-defined **Key Performance Indicators (KPI)**: measurements on specific, predefined processes or activities that are critical to project success.



Key denotes criticality. Why does this matter? A lot of numbers are tracked—what makes these ones so special?

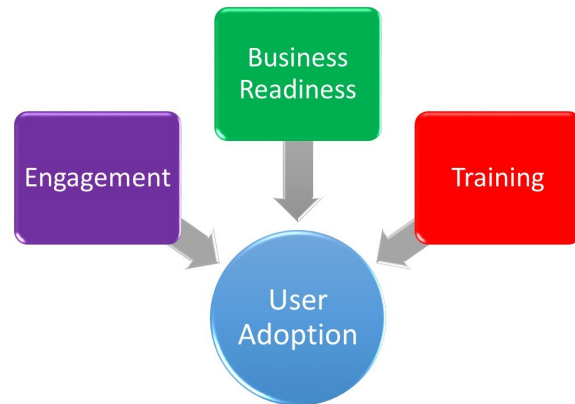
Performance captures how well we are doing. At the end of the day, it is not just busywork (reports, logs) done, but impactful work.



Indicators make it easy to understand. Is 70 degrees hot or cold? Depends on your comparison. Categories like on-time/delayed or red/yellow/green make them easy to understand.

Beyond providing a quick glance into how the project is doing, KPI also serve as a “common language” by allowing different roles and functions to understand their impact on **user adoption**.

- **Engagement:** *are the key stakeholders participating and fully engaged in the project?*
- **Business Readiness:** *are the key business processes developed and documented to support business adoption?*
- **Training:** *have the impacted users been trained, and do they have access to the necessary resources?*



More information in the November issue!

Thoughts? Comments? Ideas? Let the WellSTAR OCM Team Know!

- **Intranet Page** at http://docinsider/DOGGR/Pages/WellSTAR_Project.aspx
- **Operator/Public Page** http://www.conservation.ca.gov/dog/for_operators
- Please send your comments and questions to WellSTAR@conservation.ca.gov.

3 11 20 22 84 1491—Not Lotto Numbers

By the Solution Provider Team

Do you remember your childhood holiday wish list? Most of us were quick to add items to it, but prioritizing it and making trade-offs was a different story. (And for some of us, that is still the case.)

The easiest way to tackle a large project is to break it into smaller chunks. Prior to dividing the whole, though, we have to understand the components. In WellSTAR's case, that meant discussing each individual system requirement to better understand the "who/what/when/why/how."

84 unique participants attended 20 collaborative meetings (most people attended several sessions), rolling up their sleeves to explain each item. Experts provided "color commentary," the Solution Provider asked questions from an "outsider perspective," and the key connections both within and among the processes were made. **While time consuming, the meetings yielded a "clean" catalog of desired functionality (removing duplicates) organized by Must Have, Should Have, Could Have, and Would Have buckets.**

Armed with 1) this information and 2) a grasp of the current ("As-Is") processes, **the Solution Provider is now crafting Use Cases to illustrate the desired process flows and design the system.** As the WellSTAR project progresses, the requirements will serve as a master encyclopedia for reference purposes, guiding development down the right path.



Project By Project

By the Data Management Team



"Leave no stone unturned." "Step by step." "Comb the desert." "Cast a wide net."

These colorful idioms are often used to denote the importance of going through every single element when attempting to capture data. **While statistics helps us identify the relevance or importance of the data, the first step remains obtaining and cataloguing the information before diving in to analyze it.**

The WellSTAR Project is one of the key initiatives stemming from DOGGR's Renewal Plan. However, the application itself is only as useful as the data that go into it. **As we drive to provide the US EPA with a searchable injection well database, the sheer abundance of wells in California makes data collection a daunting, yet critical and deeply intertwined task.** To address this challenge, the "Project by Project" or "UIC Project Review" standardizes necessary fields using a "Data Dictionary" to serve as the foundation of the database. By collecting information using these fields, we will ensure data are accurate and complete, thus avoiding the well-known pitfall of "Garbage In, Garbage Out."

Several groups will collaborate on this initiative. The DOGGR GIS Unit is developing a map interface to identify the UIC projects and associated wells. Bill Winkler is leading the effort to **collect well data—in digital format—from the top 15 operators, which collectively account for ~90% of the state's wells.** That information will be used for the well construction diagrams, and placed in a Microsoft Access-based UIC Project Review database, where the information can be reviewed by DOGGR engineers and geologists, and finally into WellSTAR once the required modules are complete.



Amanda Trotter, New York Department of Environmental Conservation, and Bill Adkins, Kentucky Division of Oil and Gas

Mark Your Calendars: RBDMS Fall Policy Meeting in Sacramento!

Each year, GWPC sponsors two gatherings of RBDMS user/member states: Spring Training and Fall Policy. This year's Fall Policy will be held November 15th-17th in Sacramento. Representatives from 14+ states will discuss their RBDMS systems and add-on modules, covering improvement and development ideas. All states are eager to hear about the progress of the WellSTAR project, as it re-platforms RBDMS onto a Web enabled version with an exciting new user interface and an automated workflow system with online form data input screens. The GWPC is very excited to have this meeting in Sacramento so that DOC and DOGGR can participate and witness the benefits of the RBDMS community.

Welcome to WellSTAR!

Patrick "AJ" Ajiduah joined DOGGR's Administrative and Technical Support Unit as part of the OCM Team in September. He holds a MSc in Project Management, and is Doctoral Student in Organizational Psychology. With a very diverse background, working with government, cross functional teams and stakeholders, AJ enjoys engaging with people to improve organizational culture and effectiveness. Having spent over 12 years in various international projects in the United Kingdom and West Africa, he looks forward to the success of the WellSTAR project. AJ lives in the Bay Area with his family.



In November's issue, we will cover:

- WellSTAR Training
- Overall Project KPIs
- Upcoming Release Phases



WellSTAR

Depends on You!

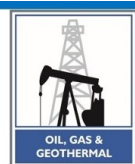
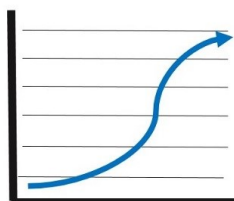
Acceptance of the New

Processes Depends on

Each One of Us!

WellSTAR's Solution Success Equation

$$Q \times A = E$$



The **QUALITY** of the solution is dependent upon the **ACCEPTANCE** of the solution. Combined, they equal the **EFFECTIVENESS** of the solution.